

# CONCLUSION

## CHAPTER 13

This past year the IPA experienced a significant change in personnel services with a 50% turnover. Although this high level of personnel change can be problematic, the IPA has continued to function with minimal disruption with the addition of competent, quality replacements. Because of the confidentiality surrounding the officer complaint process, the recruitment process became a critical endeavor for the IPA. In an attempt to maintain a high level of service to the community, the IPA focused its recruitment efforts on candidates with a background and some knowledge in the type of services provided by the IPA. Even though the recruitment process was time consuming and exhausting, the efforts and attention to detail brought forth two candidates with strong academic credentials and critical work experience. One new employee comes to the IPA with a background in public relations and the

other with prior administrative experience dealing with officer misconduct investigations and a working knowledge of the citizens complaint process. By hiring new employees with a strong work history, the IPA has been able to move forward with minimal disruption and has continued to address the problems, issues and/or trends as they occur.

As in previous years, 1999 was also filled with a number of significant accomplishments. Pending recommendations were adopted and implemented such as the Officer-Involved Shooting Review Panel. The review panel as developed by the Chief of Police, includes the IPA as a member. The review panel is charged with reviewing and considering the actions that led to the shooting, then makes recommendations that can lead to the adoption of a training plan or a change/development of a policy or procedure.

As previously mentioned, the IPA took advantage of the opportunity to increase the visibility of the office by hiring an individual with prior public relations experience. With the new addition, the IPA focused its attention of increasing the number of presentation made to the community and developing office information packets that were translated into languages that reflect the IPA constituents. On December 13, 1999, the IPA hosted its first citywide public forum on "Police Misconduct", at the Mexican Heritage Plaza. The forum panel was comprised of community members and criminal justice professionals with a vested interest in the complaint process. The forum was moderated by KGO NEWSTALK AM 810 host, Gene Burns and aired on live radio.

The IPA is committed to continuing its outreach efforts to the community by developing alternative sites where the IPA can

maintain direct contact with the community and distribute office literature. With the development of seventeen referral sites that are spread throughout the city, the IPA has developed a network of resources that can address the growing needs of the community. The IPA will continue to expand its use of referral sites and provide staff training at these sites to enhance the mission of the IPA.

The Independent Police Auditor Advisory Committee (IPAAC) also became a reality this past year. The IPAAC, which is comprised of community leaders, held its first series of meetings and developed a process for providing input to the IPA. The efforts of the IPAAC have already had a positive impact on the IPA. The IPAAC provided staff with feedback that was critical in developing the framework for the public forum.

This past year, the IPA also

participated in the city's effort to introduce a proposed change in budget structure. The IPA participated in workshops that introduced the "Investing in Results" concept. At a workshop held for the City Council on December 15<sup>th</sup> and 16<sup>th</sup>, 1999, the IPA introduced its five proposed core services<sup>23</sup>. In an effort to conform to city standards, the IPA will continue to participate in the development process for the new budget structure and will assure that any structural change provides a foundation for continuing the professional services provided by the IPA.

The IPA also went on-line with its web site during the past year.

The web site provides information regarding the functions of the IPA and has a site for accessing prior Year End Reports.

The IPA will continue to work on achieving its objectives in further-

ance of its mission<sup>24</sup>. The IPA will report on its progress and challenges in the 2000 Year End Report.

The IPA will continue to work on achieving its objectives in furtherance of its mission. One of the goals for year 2000 is to focus community outreach efforts towards the youth in the City of San José. The IPA will report on its progress and challenges in the next Year End Report.

23 Core Service – 1) Initiate, the investigative process, 2) Monitor/track/participate in excessive force investigation, 3) Public awareness, 4) Audit/track citizen complaints, 5) Policy recommendations.

24 To provide independent civilian review of the citizen complaint process to ensure its fairness, thoroughness, and objectivity.